

A Framework for Community Mobilization

Stage 1: Entry/Initiating

Action Steps	Methods/Strategies	Outcomes	Support Needed
<p>(What communities do when they mobilize; descriptive)</p> <p>One or more individual(s) see a need.</p> <p>These individuals identify and contact key people (including formal and informal leaders) and target significant constituencies for involvement (e.g., youth, ethnic minorities, elderly, etc.). A loosely formed group begins to develop.</p> <p>Group members:</p> <ul style="list-style-type: none"> begin preliminary definition of community identify and contact existing groups create/increase awareness and involve community 	<p>(How communities mobilize; options from which to choose)</p> <p>Responding to trigger events Supporting the emergence of natural or charismatic leaders.</p> <p>Involving political/powerful/formal leaders</p> <p>Using media—public service announcements, specials on local news</p> <p>Seeking the support and leadership of key organization or agencies</p> <p>Using powerful language when appropriate as a marketing tool (“drug-free”)</p> <p>Initiating other awareness activities (beginning the appeal to entire community)</p>	<p>(Expected results from actions of the community)</p> <p>A core group of people commits to continue the process of comprehensive, community-wide prevention (safety, access, opportunity).</p> <p>This group begins to:</p> <ul style="list-style-type: none"> Identify its leaders Seek representation that reflects the entire community Seek community acknowledgement of the need for health promotion Identify issues of common concern 	<p>(What support might help the group)</p> <p>Technical Assistance:</p> <ul style="list-style-type: none"> How to get started How to identify and engage critical individuals and groups How to identify and develop leaders <p>Materials:</p> <ul style="list-style-type: none"> General information on prevention General information on social change and community <p>Training:</p> <ul style="list-style-type: none"> Activation Awareness-building Team-building



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Stage 2: Readiness

Action Steps	Methods/Strategies	Outcomes	Support Needed
<p>Group begins to evolve into a coalition.</p> <p>This emerging coalition begins to:</p> <ul style="list-style-type: none"> Assess community's level of readiness to change Establish readiness to effect change among community members Activate the community (bringing people on board) Develop network and resource linkages Educate its own members relative to activation, the change process, and common issues <p>The coalition continues to:</p> <ul style="list-style-type: none"> Develop relationships with key individuals and groups Develop leadership among its members Identify issues of common concern 	<p>Taking advantage of educational/training opportunities and materials</p> <p>Engaging key community legitimizers to invest themselves in issues of concern</p> <p>Engaging in team-building processes or activities</p> <p>Conducting large meeting(s) involving any community members willing to attend</p> <p>Engaging in a visioning process for the community</p> <p>Establishing a preliminary impression of community readiness</p> <p>Pulling together assessment instruments</p> <p>Establishing and maintaining coalition record of their history and activities</p> <p>Recruiting new members through telephone calls, lunches, informal networking, etc.</p> <p>Conducting regular coalition meetings</p> <p>Choosing a name for coalition</p> <p>Establishing preliminary group norms</p>	<p>An intact, functional coalition (with some kind of organizational structure) is established.</p> <p>This coalition embraces the need for the community at large to work together.</p> <p>The coalition has begun to:</p> <ul style="list-style-type: none"> Establish a common vision and a willingness to share that vision and involve others in it. Identify common ground on issues, concerns, and strengths. Establish inclusiveness as an important value. Understand the benefits of collaboration. 	<p>Technical Assistance:</p> <ul style="list-style-type: none"> Facilitating meetings Marketing Awareness activities Team-building Networking Conflict resolution Consensus <p>Materials:</p> <ul style="list-style-type: none"> Facilitation Marketing Activation Team-building Group process Community mobilization and social change Prevention principles Visioning Consensus <p>Training:</p> <ul style="list-style-type: none"> Activation Team-building Group process and facilitation Visioning Consensus

A Framework for Community Mobilization

Stage 3: Assessment

Action Steps	Methods/Strategies	Outcomes	Support Needed
<p>Coalition completes the process of defining their target community.</p> <p>Coalition begins to:</p> <ul style="list-style-type: none"> Assess where their community stands on the issue(s) Identify and assess community resources Identify and assess current activities relative to issue(s) of concern Assess community safety, access, and opportunity Identify community policies/norms Identify service/resource gaps and needs Assess community problems and underlying causes Describe demographic variables for their community Work on an environmental/social/economic assessment Assess their individual values 	<p>Conducting public meetings</p> <p>Conducting public polls and/or youth polls</p> <p>Conducting key informant survey or interviews</p> <p>Analyzing currently existing incidence and prevalence data</p> <p>Acquiring and analyzing what information social service agencies/schools will provide</p> <p>Recording and sharing assessment results</p> <p>Administering a "use" survey</p> <p>Holding public forums targeted at specific populations</p> <p>Developing an inventory of current programs</p> <p>Reviewing current research regarding what works</p> <p>Evaluating current programs and activities regarding what works</p> <p>Conducting field observations</p> <p>Conducting a normative analysis</p> <p>Conducting interviews – informal and formal</p>	<p>Individuals have established a personal investment in issue(s) of common concern.</p> <p>Coalition has established:</p> <ul style="list-style-type: none"> Further identification of common ground Some kind of picture of the community's resources and problems. Clear ideas of what needs to happen to bridge the gap between the vision and existing conditions. <p>Coalition is continuing to engage in:</p> <ul style="list-style-type: none"> Broadening of its constituency Awareness-raising processes and activities aimed at the entire community Marketing of need/resources 	<p>Technical Assistance:</p> <ul style="list-style-type: none"> Assessment Coalition-Building Facilitation <p>Materials:</p> <ul style="list-style-type: none"> Assessment Defining community Coalition-building Facilitation Surveys Case studies Sample interviews Sample assessment tools Marketing <p>Training:</p> <ul style="list-style-type: none"> Assessment Marketing Coalition-building Facilitation Leadership



A Framework for Community Mobilization

Stage 4: Planning

Action Steps	Methods/Strategies	Outcomes	Support Needed
<p>Coalition identifies a team that engages in a systematic planning process.</p> <p>This plan includes coalition maintenance and expansion.</p> <p>Coalition continues to develop leadership.</p>	<p>Examining and sharing community assessment information</p> <p>Defining coalition's unique role/mission</p> <p>Defining coalition's goal(s)</p> <p>Developing a community philosophy statement</p> <p>Developing action plans incorporating evaluation steps</p> <p>Revisiting norms/operating guidelines</p> <p>Negotiating roles and responsibilities of coalition members and the organizations they represent</p> <p>Recruiting new members (ongoing)</p>	<p>Individual efforts evolve into collective effort.</p> <p>Team develops a written plan that reflects coalition members' priorities.</p> <p>A common ground is clearly articulated.</p> <p>The coalition establishes a commitment/willingness to carry out plan.</p>	<p>Technical Assistance:</p> <ul style="list-style-type: none"> • Preparation for team training • Planning • Maintenance and expansion of team <p>Materials:</p> <ul style="list-style-type: none"> • Planning • Team maintenance and expansion • Documenting efforts • Evaluation • Grant-writing • Fund-raising <p>Training:</p> <ul style="list-style-type: none"> • Planning • Team-building • Team maintenance and expansion • Prevention strategies • Social policy/norms • Social change • Prevention

A Framework for Community Mobilization

Stage 5: Implementation

Action Steps	Methods/Strategies	Outcomes	Support Needed
Coalition and community members: <ul style="list-style-type: none"> • Implement action plan • Monitor and assess progress 	Developing methods for conflict resolution Continuing assessment Developing work groups or Subcommittees as needed Conducting to negotiate roles and responsibilities Getting commitment from relevant agencies/organizations/individuals to implement relevant parts of plan Celebrating and publishing successes Gaining broad-based support for plan	New needs (e.g., resources, technical assistance, training) are identified. Values articulated earlier are now demonstrated. Service delivery is established/strengthened. Community makes tangible movement toward goals. Individual and group growth occurs. Community members' needs are met. Commitment to change expands beyond coalition members. Community needs are met. Networking is enhanced. Community begins a paradigm shift. Coalition establishes readiness to replan.	Technical Assistance: <ul style="list-style-type: none"> • Overcoming unforeseen obstacles • Team building • Conflict resolution • Consensus • Collaboration Materials: <ul style="list-style-type: none"> • Prevention strategies • Marketing • Prevention information • Social change and community mobilization Training: <ul style="list-style-type: none"> • Assessment • Social Change • Consensus • Collaboration

A Framework for Community Mobilization

Stage 6: Sustaining/Reinforcing/Replanning

Action Steps	Methods/Strategies	Outcomes	Support Needed
<p>Team replans.</p> <p>Coalition:</p> <ul style="list-style-type: none"> Builds a broad base of financial support for prevention initiatives Links needs assessment, program plan, and funding plan Continues to build relationships that support coordination and continue to cultivate common ground among organizations and individuals Conducts ongoing evaluation of the effectiveness and responsiveness of both the coalition and community-wide prevention initiatives Continues to inform and involve public Address the issue of common customers (individuals or groups interacting with multiple systems in the community) Nurtures and supports itself and its members Continues leadership development 	<p>Engaging in grant writing</p> <p>Engaging in fund raising</p> <p>Performing ongoing needs assessment, evaluation, and feedback concerning coalition needs and activities</p> <p>Performing ongoing training and development of coalition</p> <p>Modifying coalition structure and leadership as needed</p> <p>Recognizing accomplishments of coalition members, both individual and organizational</p> <p>Continuing expansion</p> <p>Continuing team-building</p> <p>Continuing negotiation of roles</p> <p>Renorming as needed</p> <p>Engaging in conflict resolution as needed</p> <p>Celebrating and publishing successes</p>	<p>A functioning coalition is established and ongoing.</p> <p>Prevention initiatives are ongoing.</p> <p>Evaluation and modification of prevention initiatives are ongoing.</p> <p>Measurable social change occurs.</p> <p>Community demonstrates an enhanced capacity to deal effectively with emerging issues.</p> <p>Community members experience increased safety, access, and opportunity.</p>	<p>Data Collection Requirements: outcomes and impact</p> <p>Technical Assistance:</p> <ul style="list-style-type: none"> Team maintenance and expansion Conflict resolution Consensus Team-building Collaboration <p>Materials:</p> <ul style="list-style-type: none"> Team maintenance and expansion Conflict resolution Consensus <p>Training:</p> <ul style="list-style-type: none"> Team maintenance and expansion Conflict resolution Consensus Team-building Collaboration



A Framework for Community Mobilization

Because local people best solve local problems and will support what they help create, the role of the Southwest Regional Center for Drug-Free Schools and Communities (SWRC) is to empower them to do so by providing guidance, support, and resources. The following framework, developed in response to needs expressed by communities in the Southwest region, provides a working model for effectively mobilizing communities.

The Framework for Community Mobilization describes developmental stages for communities, suggested mobilization strategies for tactics for each stage, desirable outcomes at every step, and areas in which groups may need support as they progress through developmental stages. The stages themselves are a distillation of many models from a variety of sources.

DEVELOPMENTAL STAGES

Stage 1:	Entry/Initiating
Stage 2:	Readiness
Stage 3:	Assessment
Stage 4:	Planning
Stage 5:	Implementation
Stage 6:	Sustaining/Reinforcing/Replanning



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Definitions

For purposes of this framework the following definitions are noteworthy:

Group	two or more people operating interdependently for a common purpose.
Coalition	an alliance of persons or parties.
Team	for our purposes, a small (5-15) group of people working together. (Note: In some communities, the coalition may be small enough that the entire membership is their planning team. However, in others, with large coalition membership, a smaller team may be identified to plan for the coalition, functioning as a sort of steering committee.
Community Mobilization	a community's process of preparing and organizing to take action, specifically toward its own development.
Community Development	creating better conditions within a community.

Established in October of 1987 and operating under a cooperative agreement with the U.S. Department of Education, the Southwest Regional Center for Drug-Free Schools and Communities is committed to enhancing the capacities of communities and schools to eliminate alcohol/drug abuse. Direct training, technical assistance, and evaluation and dissemination services are provided. Other efforts focus on network building, collaboration, and cooperation among state and local agencies, organizations, and groups involved in addressing local problems.

The Southwest Regional Center has a central staff and office on the campus of the University of Oklahoma—a university renowned for its public service – and a state coordinator in each of the Southwest region's 10 states: Arizona, Arkansas, Colorado, Kansas, Louisiana, Mississippi, New Mexico, Oklahoma, Texas and Utah.